

05/11/95

AMENDMENT NO. 2 EXTENDS PERIOD OF PERFORMANCE THROUGH JUNE 30, 1995.

GEORGIA INSTITUTE OF TECHNOLOGY  
OFFICE OF CONTRACT ADMINISTRATION

NOTICE OF PROJECT CLOSEOUT

Closeout Notice Date 05/15/96

Project No. D-48-A56\_\_\_\_\_ Center No. 10/24-6-R7824-0A0\_  
Project Director DAGENHART R\_\_\_\_\_ School/Lab DEAN ARCH\_\_\_\_\_  
Sponsor NAT FDN ARTS & HUMANITIES/NATL ENDOW ARTS\_\_\_\_\_  
Contract/Grant No. DCA 93-26\_\_\_\_\_ Contract Entity GTRC  
Prime Contract No. \_\_\_\_\_  
Title MAYORS' INSTITUTE ON CITY DESIGN: SOUTH\_\_\_\_\_  
Effective Completion Date 950630 (Performance) 950930 (Reports)

Closeout Actions Required:	Y/N	Date Submitted
Final Invoice or Copy of Final Invoice	Y	_____
Final Report of Inventions and/or Subcontracts	N	_____
Government Property Inventory & Related Certificate	N	_____
Classified Material Certificate	N	_____
Release and Assignment	Y	_____
Other _____	N	_____

Comments\_\_\_\_\_

Subproject Under Main Project No. \_\_\_\_\_

Continues Project No. \_\_\_\_\_

Distribution Required:

Project Director	Y
Administrative Network Representative	Y
GTRI Accounting/Grants and Contracts	Y
Procurement/Supply Services	Y
Research Property Management	Y
Research Security Services	N
Reports Coordinator (OCA)	Y
GTRC	Y
Project File	Y
Other _____	N
_____	N

D 48-456

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Architecture Program

College of Architecture

**Georgia Institute of Technology**

Atlanta, Georgia 30332-0155

(404) 894-4885

(404) 853-9060 FAX

July 30, 1993

Alan Brangman  
MICD Project Director  
National Endowment for the Arts  
1100 Pennsylvania Avenue, NW  
Washington, D.C. 20506-0001

Dear Mr. Brangman:

Attached is our initial Work Plan and Time Line for your review and comment. This fulfills the first deliverable required by the contract between the National Endowment for the Arts and the Georgia Tech Research Corporation for the MICD: South.

We look forward to working with you and your staff for the planning and production of the MICD: South

Sincerely yours,

Richard Dagenhart, Associate Professor  
Project Director - MICD: South

CC: Christine Saum, Executive Director, MICD: National Office  
Brian J. Lundberg, GTRC/OCA Proj. #D48-A56

## 1. PROJECT STAFF

The primary MICD: South project staff has been identified as follows.

Richard Dagenhart, as identified in the proposal, will serve as Project Director. The following staff will work directly under him on continuous basis.

Stephanie Schechter, as identified in the proposal, will serve as Student Coordinator. She will be in her final year of a joint M.A.R.C.H., M.C.P., and M.B.A. program, will serve as a one-third time graduate research assistant for the entire academic year. Ms. Schechter has worked with Dagenhart during the past year as a research assistant, developing design strategies and interventions for public housing. She is also working as a colleague in a physical survey and analysis of Atlanta neighborhoods expected to be affected by the Olympics. She will play the lead support role in planning, logistics, and operations of the Institute.

Tina Tam, a new graduate student at Georgia Tech in the fall, has an undergraduate degree in city planning from Cal Poly/SLO and will be entering the three-year joint M.A.R.C.H. and M.C.P. programs. She will be a one-third time graduate research assistant for the entire academic year. Ms. Tam will serve as the primary assistant/colleague for Schechter and is expected to play the lead graduate assistant role in the following years of the Institute. Ms. Tam will be supported during the 1993-94 academic year by a graduate assistant stipend provided by Georgia Tech for the recruitment of outstanding first year graduate students.

Ned Frazier and Stan Harvey, both in their final year of the M.A.R.C.H. and M.C.P. joint program will serve as part-time student assistants for specific tasks in planning, logistics and operations of the Institute, particularly in the focused duties of media coordination, slide coordination, transportation coordination, etc.

Richard Ducree, the Architecture Program Photography Assistant, will serve as the MICD photographer, including the formal group photograph, photographs of each mayor during his or her city profile/design issue presentation, general photographs of working sessions, and photographs at key receptions/social occasions.

Jorge de la Cova, the Degree Program Assistant in the Architecture Program, will be the general logistics assistant, working with Dagenhart, Schechter and the student assistants. He is highly experienced in this role and, as an architect, brings a knowledge and interest in design to planning and operations of all events in the Architecture Program.

Beverly Burton, the Program Administrator in the Architecture Program, will be in charge of all project budgeting, accounting, billing and cost control. She will work directly with Dagenhart and with the Georgia Tech Research Corporation in its role as contracting agent for Georgia Tech.



Norma Deneux, the Program Senior Secretary, will be responsible for making air travel arrangements for all of the participants and will serve as the key communication and message center for the NEA, MICD: National, the MICD: South project, Georgia Tech staff, mayors, and resource persons and guests. She will communicate on a daily basis with Dagenhart and Schechter during the entire year.

## 2. WORK PLAN - MAJOR TASKS, ASSIGNMENTS AND ISSUES

**MANAGEMENT ACTIONS** - This category of work includes the general project management issues and actions. Dagenhart will have primary responsibility for the completion of all these tasks. The two key substantive actions are:

**Institute Dates** - The preferred MICD: South dates are April 14, 15, and 16; April 21, 22, and 23; April 28,29,30 or May 5, 6, 7. These dates are currently being evaluated related to City events, Atlanta convention bookings, Georgia Tech conflicts and suitability for NEA, and contractual commitments for the Poole Board Room.

**Informal Regional Advisory Group** - The purpose of this group (6-7 persons) is to foster communication among architecture schools in the South, regarding the Mayors Institute, and to promote follow-up charettes, studios, and interdisciplinary advice for the invited Mayors and their design issues/problems. In short, the intention is to involve a wide geographic range of "advisors" to identify prospective mayors, to identify prospective resource persons, and to promote urban design charettes and studio activity as a service to mayors and cities throughout the region. Telephone contacts and invitations are currently underway. There is substantial interest of architecture schools in the Southeast.

**INVITATIONS** - The process of identifying prospective mayors and resource persons is occurring simultaneously with the formation of the Regional Advisory Group. Also, discussions are beginning with the Architecture Lecture Committee regarding the possibility of joint lectures by participants in MICD: South, including an evening lecture and/or the keynote speaker. Dagenhart will have primary responsibility for the completion of these tasks.

**PREPARATION OF PARTICIPANTS** - These tasks are largely self-explanatory. Dagenhart will have the primary responsibility for the completion of all these tasks with assistance from Schechter.

**INSTITUTE PLANNING AND LOGISTICS** - The key tasks and responsibilities, under Dagenhart's direction, are as follows:

**Meeting Room** - The Poole Board Room in the Wardlaw Building on campus will be available for the Institute without charge, security personnel. In addition, the Faculty - Alumni House, across the street, will be available for lunches and other group events. De la Cova is responsible for contracting for these spaces.

**Hotel** - The key issue with hotel accommodations is the competition from Atlanta convention bookings, and in a convention city like Atlanta, price will be a primary issue. Several hotels have been contacted regarding availability for the above dates and for proposals for group bookings. In addition, several bed and breakfast facilities are

being identified as backups. De la Cova is responsible for soliciting proposals from the hotels and booking the required number of rooms.

**Air Travel for Mayors and Resource Persons** - These arrangements will be made through Corporate Travel, the travel agency associated with Georgia Tech. This will provide direct project billing for air travel, and it will provide a structure for air-travel cost control. Deneux will be responsible for communications with mayor's offices and resource persons to establish schedules, make reservations, purchase tickets, deliver tickets, and confirmation all arrangements.

**Local Transportation** - Local transportation will be provided with Georgia Tech vans with student assistants as drivers. The cost is \$.30 per mile; insurance coverage is provided by Georgia Tech. De la Cova will be responsible for contracting for the vans; one student assistant will serve as transportation coordinator.

**Catering and Food Service** - Food service on the campus is flexible, allowing use of the primary food service contractor or an approved list of other small local caterers. "Proof of the Pudding" and "Affairs To Remember" have provided the best quality food and service, within reasonable costs, in the past. Proposals will be requested from both of these caterers. The catering and snacks services will be planned by Dagenhart and the project staff. De la Cova will be responsible for contracts with the caterers; the student assistants will be in charge of detailed planning, monitoring and execution.

**Gift Baskets** - Dagenhart and the project staff will plan the gift baskets; solicitations, purchases, and delivery will be carried out by the student assistants. As far as appropriate, this task will be coordinated with and helped by the Atlanta Convention and Tourist Bureau and the Atlanta Chapter of the American Institute of Architects.

**Books and Brochures** - Dagenhart and the project staff will plan the book and brochure acquisitions. A student assistant will be assigned to order, wrap, and deliver the books to the hotel for the mayors. We hope to solicit funds to purchase the books. The Architectural Book Center, the AIA sponsored bookstore in Atlanta, will provide any necessary support services.

**Pre-Institute Tours/Events** - Three options are available for pre-institute tours/events. First could be a briefing on planning and design for the 1996 Olympics with particular emphasis on the work of the Corporation for Olympic Development in Atlanta (CODA) which involves urban design, landscape and neighborhood improvements outside the athletic venues. Second could be a walking tour and briefing on the Martin Luther King, Jr. National Historic Site on Auburn Avenue, with guides provided by the National Park Service and the King Center. Third could be a briefing on the Atlanta Project, the program initiated by former President Carter, which has a primary emphasis on social service delivery and neighborhood development. Any or all of these programs could be arranged for early arrivals.

**Post-Institute Tour** - A visit to Chattanooga, which is only a two-hour drive from Atlanta, would be an appropriate post-institute tour because it provides excellent evidence that urban design can be a centerpiece of a public/private economic development strategy in a moderate size city. We would provide transportation by

automobile, with resource person drivers, a lunch in Chattanooga with a briefing on the urban design process and projects, followed by a tour of the key projects, including Miller Park, the Aquarium, and the Riverfront. It should be possible for most of the participants to depart directly from the Chattanooga airport in the mid-afternoon. The presentation in Chattanooga would involve Stroud Watson, a probable resource person for the Institute, and Mayor Gene Roberts, and an alumnus of MICD 3.

Media Equipment- Most media equipment (slide projectors, screens, video recording, audio recording, easels, 35 mm and 4x5 cameras, etc.) will be provided by the College of Architecture. A microphone/amplification system will be rented either from the central media operations of Georgia Tech or a private vendor. Dagenhart and the project staff will plan the media equipment needs and support; student assistants will be assigned as coordinators of the various components (photography, slides, video, audio).

Room Furnishing - Dagenhart and the project staff will determine furnishing needs for the Poole Board room and for any rooms used in the Faculty Alumni House. De la Cova will be responsible for any furniture or equipment rentals; a student assistant will be assigned to coordinate furnishing, including room set up and clean up.

## INSTITUTE OPERATIONS

Tentative assignments for student coordinators for the operations of the Institute are as follows:

Overall Coordination	Stephanie Schechter
Transportation Coordinator	Stan Harvey (including Chattanooga coordination)
Photographer	Richard Ducree
Slide Coordinator	Ned Frazier
Video Coordinator	Ned Frazier
Set-Up/Clean-Up Coordinator	Tina Tam
Catering Monitor	Tina Tam

## MEETING FOLLOW-UP

Dagenhart, with assistance from Schechter and Tam, will conduct the follow-up activities, including thank-you letters, evaluations by mayors and others, and MICD Newsletter summaries. This will also initiate the process of identifying opportunities for studio follow-up and coordinating regional schools in undertaking studio projects. Hopefully, at least two or three studios can be arranged for the summer or fall of 1994 to link more closely the Mayors' Institute with the academic programs in architecture in the region.

## PRESS/PUBLICATIONS

Dagenhart, with assistance from Schechter, Tam, and the Georgia Tech News Bureau, will provide general draft press releases for regional distribution in the Southeast. Individually oriented press releases will be drafted for each of the participating mayors. Drafts will also be provided to MICD: National and NEA.

## PREPARATION OF BRIEFING BOOKS

Schechter will be responsible for coordinating the logistics and production of the Briefing Book, with Dagenhart responsible for content and editorial matters.

## PREPARATION OF PROCEEDINGS

Tam will be responsible for coordinating the logistics and production of the Proceedings, with Dagenhart responsible for content and editorial matters. Transcriptions of the Institute sessions will be produced internally, using the Georgia Tech Rambler program to obtain qualified temporary personnel.

## PRINTING

All printing will be coordinated through the Georgia Tech Office of Printing and Publications and all printing will probably be done in their printing shop. Their printing quality is more than sufficient for MICD printing needs, and they normally provide at least modest cost savings in comparison with private printers. De la Cova will be responsible for scheduling and contracting all printing services.

## 3. TIME LINE AND SCHEDULE

The initial Time Line for planning, conducting and following up the MICD: South, planned for the spring of 1994, is attached.

**COOPERATIVE AGREEMENT DCA93-26  
MAYORS' INSTITUTE ON CITY DESIGN: SOUTH  
Georgia Institute of Technology**

**FINAL REPORT**

Prepared by Richard Dagenhart\

**Introduction**

The cooperative agreement between the National Endowment for the Arts and Georgia Tech, DCA 93-26, supported the research, planning, organization, implementation and follow up for an urban design symposium, called the Mayors' Institute on City Design: South, at the Georgia Institute of Technology in Atlanta, Georgia.

The Mayors Institute on City Design is a small forum dedicated to improving the design of American cities. Each Institute is limited to about 20 participants, including six to eight mayors and a resource team of design professionals. The Mayors' Institute is sponsored by the National Endowment for the Arts and the cooperating universities in each region.

Each mayor brings to the Institute a design problem from his or her city. These design issues differ widely and have included many topics, both large and small. For example, the reuse of a downtown department store site, public housing modernization, design strategies for downtown housing, neighborhood revitalization, landscape design along a highway interchange, etc. Each mayor presents his or her design problem, and then the other mayors and the design professionals discuss possible approaches to the problem and possible solutions. The focus is on how the public and private sectors can work together and on the important roles of the design professional, developers, and others in the city design process. The mayor, as the most important city designer, is the primary theme of the Institute.

Members of the resource team also make brief presentations on a variety of topics. These include case studies of successful projects to illustrate the process of city design. They also include presentations on important design topics, including landscape design, traffic planning, design conscious subdivisions and zoning ordinances, innovative public/private financing, and architectural design with the city in mind. The resource persons represent the diverse professions involved in city design, including architects, landscape architects, planners, real estate development professionals, traffic planners, and preservation professionals. They include both practicing professionals and distinguished academics. All have extensive experience with city design projects in municipalities throughout the United States.

The Institute occurs over a three day period, following a standard format developed from the experiences at the University of Virginia. It begins Thursday evening with dinner for all mayors, the resource team and guests from the host city. The first evening is spent getting

acquainted and beginning discussions on city design issues. The following two days and evenings are spent in round table sessions. Lunches and dinners are arranged to promote continued conversations. Because success depends on a high degree of participation of those present, the Institute requires all participants to attend from Thursday evening through early Sunday morning. Special events are usually planned immediately before and after the Institute so that the mayors and resource persons can get to know local design projects in the host city. Importantly, all round table discussions and presentations are transcribed and published for all participants so that information can be referred to in the future.

### **The 1994 Southern Institute**

The 1994 Mayors' Institute on City Design: South was held in Atlanta, Georgia as the host city on June 2-5. The Institute itself followed the standard format, beginning Thursday evening with a reception and dinner, followed by two full days of workshops, and ending Sunday morning with an informal breakfast. The only adjustment to this format was to schedule the meeting places in two different locations so that guests would have a better understanding of the City of Atlanta. The Friday workshop was held at the Martin Luther King, Jr. Center for Non-Violent Social Change in the Martin Luther King, Jr. National Historic Site, a neighborhood currently under restoration by the National Park Service. The Saturday workshop was held in the Board Room of the High Museum of Art, in the landmark museum designed by Richard Meier.

Two additional events were added to the Institute for those who could arrive early Thursday or stay through most of the day Sunday. Thursday afternoon, guests were briefed on Atlanta's preparations for the 1996 Centennial Summer Olympic Games. Sunday, transportation was provided to Chattanooga, Tennessee, for a tour of that city's downtown riverfront and neighborhood developments, provided by RiverValley Partners, the Chattanooga Downtown Partnership, and the Riverfront Planning and Design Center.

### **Participants**

The Institute included six mayors, 12 resource persons, including Endowment staff, and several guests and observers from Atlanta and Chattanooga. Mayor Wilbur Smith, of Fort Myers, Florida, an Institute alumnus, gave the keynote address Thursday evening. Mayor Gene Roberts of Chattanooga welcomed the participants to Chattanooga Sunday morning and gave an overview of the city's successful combination of urban design, sustainable development and economic revitalization. A staff of six graduate students in architecture and city planning helped to be host to the events in Atlanta and Chattanooga, participating in all the events during the four days. These students also received academic credit, in a special topics course, to reflect their learning experiences, time spent preparing for the Institute, observing the three day sessions, and documenting the results. The Dean of the College of Architecture, Dr. Thomas O. Galloway, welcomed the mayors and resource team to Atlanta. See Appendix A and B for a list of invited and attending mayors and resource persons.

## Evaluations of Institute

An evaluation form was sent to all Institute participants, asking for response and suggestions. The Institute was strongly praised by all the mayors and the resource team. The only criticisms focused on the lack of time to consider some mayors' issues fully. The mayors showed that they enjoyed having meetings in two different places, and have meals at a variety of places, because it allowed them to see parts of Atlanta that they normally would not see. They did not think that logistical problems of moving interfered with the Institute. The resource team was more neutral on locations, with most not caring one way or another.

The most useful comments were the universal praises for the trip to Chattanooga. Although only three mayors made the trip, along with about six resource persons, they all said that seeing the evidence of good design in Chattanooga was a high point of the Institute experience. They suggested spending more time in Chattanooga.

## Follow Up Activities

Follow up activities were possible in several cities. Because some funds remained after the Institute, it was possible to travel to some cities to help the mayors begin, or continue, their projects.

- *East Point, Georgia.* Because East Point is next to the City of Atlanta, it was a convenient city for follow-up work. During the Institute, the resource team suggested that Mayor Hilliard should request Georgia Tech to a studio project to explore ideas for downtown East Point. Richard Dagenhart, the project director, agreed to do the studio and worked with Mayor Hilliard during the last half of 1994 and the first half of 1995. He arranged a joint University of Georgia landscape studio with a Georgia Tech architecture/urban design studio to prepare a range of alternative plans for downtown. The faculty and students presented these schemes at two town meetings, with more than 100 people attending each.
- *High Point, North Carolina.* Mayor Rebecca Smothers sponsored a follow-up workshop for the Sears Block, which was the design issue she brought to the Institute. In August of 1994, a resource team visited High Point, conducted interviews with key downtown and community leaders, and, after working for a day, made recommendations for the reuse of the Sears Block to meet the needs of the furniture industry, the community and the University of Highpoint, the property owner. The visiting team was led by Richard Dagenhart and included Douglas Allen of Georgia Tech, David Crane of the University of South Florida, David Sawicki of Georgia Tech, Grover Mouton of Tulane University, and Alan Brangman of the NEA.
- *New Iberia, Louisiana.* The resource panel at the Institute recommended that Mayor Cliff Aucoin request assistance from the University of Southwest Louisiana in Lafayette. Shortly after the Professor Edward Cazayoux, Director of the Architecture School, agreed to do a main street studio in New Iberia. That studio was completed

in the fall of 1994 and included documentation of buildings on Main Street and design ideas for building facades. This provided New Iberia with the information to apply to the Louisiana Main Street program for funding.

- *West Palm Beach.* Although Mayor Nancy Graham attended the University of Virginia Institute, because of schedule changes, she requested assistance from the southern Institute because the project director had done the site work and was familiar with the project area on North Broadway. Richard Dagenhart visited West Palm to meet with the Mayor and staff members in September. The purpose of the visit was to help the City in preparing a grant request to the National Endowment to support an urban design study for the North Broadway area. The grant proposal was submitted in the fall of 1994, but was not funded.
- *Jonesboro, Arkansas.* The mayoral election prohibited follow up activity during the summer and fall of 1994, due to the highly political issues of traffic improvements and planning. Mayor Brodell was re-elected in November and is currently engaged preparing a long range plan for the city. He hopes to be able to fund a public seminar on design and transportation issues within the next year or two. (See write up in *Places* journal, Winter 1996).

In addition, the mayors' design issues were used as case studies in introductory Urban Design Studios (ARCH 4012) at Georgia Tech as a primary way to provide an introduction to urban design issues to architecture students. They were also utilized to redesign a graduate City Planning course - CP6610 - Urban Design Policy and Implementation.

## Budget

The \$35,000 project budget, budget revision, and final expenditures are as follows.

	A	B	C	D	E
1	<b>COOPERATIVE AGREEMENT DCA 93-26 MAYORS INSTITUTE: SOUTH</b>				
2					
3	BUDGET CATEGORY	ORIGINAL	REVISED	EXPENDED	DIFFERENCE
4					
5	Personal Services	\$7,459.00	\$12,789.95	\$13,289.95	(\$500.00)
6	Fringe Benefits	\$641.00	\$76.45	\$76.45	\$0.00
7	Materials and Supplies	\$14,955.00	\$18,619.84	\$18,119.84	\$500.00
8	Travel	\$11,945.00	\$3,002.76	\$3,002.76	\$0.00
9	Subcontracts	\$0.00	\$511.00	\$511.00	\$0.00
10	<b>Total</b>	<b>\$35,000.00</b>	<b>\$35,000.00</b>	<b>\$35,000.00</b>	<b>\$0.00</b>



Note: The Georgia Tech Research Corporation establishes budgets under standard accounting categories for Federal contracts, which is reflected in the revised budget and in the final summary.

## **APPENDIX A: INVITED AND PARTICIPATING MAYORS**

### INVITED AND ATTENDED

Mayor Cliff Aucoin	New Iberia, Louisiana
Mayor Hubert A. Brodell	Jonesboro, Arkansas
Mayor Ken Combs	Gulfport, Mississippi
Mayor William Workman	Greenville, South Carolina
Mayor Patsy Jo Hilliard	East Point, Georgia
Mayor Rebecca Smothers	High Point, North Carolina

### INVITED AND ATTENDED THE UNIVERSITY OF VIRGINIA INSTITUTE

Mayor Nancy Graham	West Palm Beach, Florida
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### INVITED BUT UNABLE TO ATTEND

Mayor Fred Hanna	Fayetteville, Arkansas
Mayor Emory Folmar	Montgomery, Alabama
Mayor Rita Garvey	Clearwater, Florida
Mayor Mary Hawkins	Madison, Mississippi
Mayor Edward Frost	Florence, Alabama
Mayor Sylvia Kerckhoff	Durham, North Carolina
Mayor Lorraine Perryman	Odessa, Texas
Mayor William Nations	Norman, Oklahoma
Mayor David Langston	Lubbock, Texas
Mayor Johnny Webb	Bowling Green, Kentucky

## APPENDIX B: INVITED AND PARTICIPATING RESOURCE PERSONS

### INVITED AND ATTENDED

Douglas Allen, Georgia Tech, Atlanta	Landscape Architecture
Daniel Bennett, University of Arkansas, Fayetteville	Urban Design and Architecture
Alan Brangman, National Endowment for the Arts, Washington, D.C.	Urban Design
David Crane, University of South Florida, Tampa	Urban Planning
Richard Dagenhart, Georgia Tech, Atlanta	Urban Design and Architecture
Grover Mouton, Tulane University, New Orleans	Architecture and Public Art
Nancy Nolan, Atlanta Chamber of Commerce	Economic Development and Marketing
Catherine Ross, Georgia Tech, Atlanta	Transportation Planning
Christine Saum, Mayors' Institute, Washington, D.C.	Urban Design and Architecture
David Sawicki Georgia Tech, Atlanta	Planning and Public Policy
Steve Schukraft, Mayors' Institute, Washington, D.C.	Urban Planning and Design
Straud Watson, University of Tennessee, Chattanooga	Urban Design and Architecture
Mayor Wilbur C. Smith III, Fort Myers, Florida	Keynote Address

### INVITED BUT UNABLE TO ATTEND

Elizabeth Meyer, University of Virginia, Charlottesville	Landscape Architecture
Stephanie Organ, CODA, Atlanta	Economic Development and Real Estate